June 4, 1969

DEVELOPING AN ARPA RESEARCH PROGRAM TO IMPROVE

THE POLICY RELEVANCE OF INTELLIGENCE

ARPA has responded to a DIA request for research assistance aimed at improving DIA's ability to discriminate among the unmanageably large number of "requirements" imposed upon them by the national security policymaking community.

RAND has agreed to help ARPA by organizing a pre-Conference meeting, to be held in Santa Monica on June 18, to develop an agenda for a larger Conference to be convened in the early fall. The larger Conference would explore the scope, depth, and feasibility of research in the subject area. ARPA expects that the Conference would yield concrete recommendations for a research program. ARPA will then decide whether and to what extent it will invite research proposals in this field by RAND and others.

The purpose of this get-together today is to elicit views on the following list of research possibilities and suggestions for additions to the list. In particular, the meeting should focus on the problem of access -- (i) what kinds of relevant research can be undertaken without any special access problems, (ii) what categories of research would require only limited access, such as to finished intelligence products, and (iii) what kinds of analysis would potentially require both the special clearances and the degree of cooperation not likely to be accorded to "outsiders."

We have tentatively identified the following research areas:

A. **Research Focused on the National Security Decision Process**

   1. Intelligence requirements of systematic foreign policy analysis.

   2. Application of gaming techniques to determination of the value of different levels of information in national security situations.

   3. Tradeoffs between states of friendly readiness and information on enemy capabilities and intent.

B. **Research Focused on the Intelligence-National Security Interface**

   1. User-Producer communication and interaction.

2. Glaring intelligence gaps.

3. Relevance of special estimates to requester needs.

4. Explicit treatment of uncertainty in estimates.

5. Valuation of intelligence designed to resolve uncertainty, when the uncertainty will in any case be resolved over a short time period.

C. Research Focused on the Intelligence Process

1. Conceptual base for program budgeting of intelligence.

2. Relationship of coverage frequency to timeliness of information requirements.

3. Valuation of redundancy in intelligence coverage.

4. Bureaucratic and career incentives within community.

5. Methodology for cost/benefit analysis of alternative systems.

6. Organizational process by which data are analyzed and disseminated.

i. Does Intell Comm (IC) correctly forecast nature of SNIE's requested? Might this pattern be better adapted to needs + capabilities? Are IC's efforts adapted to the current or a better pattern?

(arms-length relationship)

2. How does IC + users see each other? attitudes that limit belief, use, requests (e.g. interaction w.r.t. "demands").

3. Analysis of estimates: (a) Post-mortems: of individual ests, of classes of ests.
(b) Box-scores: by area, agency
(c)

4. Intell on friendly/neutral nations: esp. on politics.

5. Handling (analysis, expression) of US initiatives/responses as contingencies: what is likely, how likely, what will be foreseen, or inferred, by opponent (depending on how US action is carried out, and context).
(Intell. reluctance to describe certain enemy perceptions and reactions as bad consequences of certain Presidential actions).

6. Formal Analysis of and expression of uncertainties: Bayesian inference, probs, Value of info Explicitness of models, likelihood function, hypotheses.